
THE CITY OF ST. CHARLES, ILLINOIS



CHIEF OF POLICE

Voorhees Associates LLC is pleased to announce the recruitment and selection process for the Chief of Police for the City of St. Charles, Illinois. This Recruitment Brochure outlines the qualifications and experience identified as necessary and desirable of candidates for this position. The brochure also provides background information regarding the community. It was prepared following interviews and feedback from various stakeholders including the Mayor, City Administrator, professional staff and members of the St. Charles Police Department.

This brochure will be used as a guide in the recruitment process, providing specific criteria by which applicants will be evaluated and individuals selected for interviews and appointment.

All inquiries relating to the recruitment and selection process for the position of Chief of Police are to be directed to the attention of the consultants working with the City of St. Charles.

Lee McCann, Vice President
Joseph DeLopez, Vice President



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Formal applications should be submitted to:
www.VoorheesAssociates.com/current-positions



CITY OF ST. CHARLES

PROFESSIONAL ANNOUNCEMENT

CHIEF OF POLICE, St. Charles, Illinois (population 33,327). Progressive, professional municipal government with an accredited Police Department seeks a seasoned law enforcement/police executive. Anticipated starting salary \$125,000+/- with excellent benefits, negotiable depending upon qualifications, experience and professional achievement. The Chief is appointed by the Mayor and City Council and works under the direction of the City Administrator. The Chief of Police works closely with community groups and other department directors. The St. Charles Police Department has \$10 million capital and operating budget, and a staff 80 full-time employees (51 sworn). Dynamic community located 35 miles west of Chicago with a strong retail, commercial, and residential base. Bachelor's degree in criminal justice, public administration, or related fields required; Master's degree required (or ability to obtain one within three years of appointment) with minimum of 10 years of significant/increasingly responsible law enforcement management experience as a Chief Officer, Deputy Chief Officer or similar rank in a complex municipal setting necessary; equivalent combination of training and experience will be considered. Experience/record of success in police service planning, management, community policing, training and organizational development ideal. Strong/innovative administrative, financial, operational and organizational skills are very important, along with solid public relations/community policing exposure. Superior leadership, interpersonal communication and social sensitivity skills are essential. Residency a plus but not required after appointment. Additional position information available upon release at www.voorheesassociates.com. Applicants should apply by February 21, 2014 with résumé, cover letter and contact information for five professional references to Lee McCann or Joe DeLopez at www.voorheesassociates.com/current-positions. Telephone: 847-380-3240. St. Charles is an Equal Opportunity Employer.

COMMUNITY BACKGROUND

The City of St. Charles is a dynamic, progressive, yet historic community located on the Fox River, 35 miles west of Chicago in Kane County, midway between Elgin and Aurora. With a population just over 33,000 and growing, the community encompasses 14.61 square miles and has a variety of residential housing types with a vibrant downtown, a regional mall, and a thriving commercial/industrial base. There are more than 2,100 businesses that employ more than 18,000 people.

Welcoming residents and visitors with its natural charm and historic treasures, St. Charles remains true to its 19th century heritage while presenting the very best in what many look for in today's best communities. The City's attractiveness and quality of life has led to a 17.6% increase in the number of households in the community since 2000. St. Charles can also be proud of its award-winning Downtown St. Charles Partnership. St. Charles is a Great American Main Street Award winner, recognized in 2000 by the Nation-



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al Trust for Historic Preservation as having one of the top downtown revitalization programs in the nation. St. Charles was recognized in 2012 as the "Best Place to Raise a Family" by *Family Circle* Magazine. With its rolling hills, panoramic views, riverway, distinctive shopping areas, abundant dining and its rich history, St. Charles offers something for everyone.

Founded in 1834, St. Charles has preserved many of its original homes, churches and buildings of commerce where guests to the City can take a step back in time to early Americana. Visitors may browse throughout downtown St. Charles where cultural museums, historic shopping districts, fine cuisine and architectural treasures are all within walking distance, and visit art galleries, specialty boutiques and antique stores. "Antiquing" in St. Charles is a tradition that dates back more than 30 years, to when the nationally famous Kane County Flea Market launched its monthly gathering of merchants. The Flea Market helped establish St. Charles as a conclave for collectibles hunters. The Arcada Theatre, located downtown, was built in 1926, with 900+ seats. In 2005, new life was breathed in the building and it now hosts outstanding shows, music and events all year. The nationally-renowned Pheasant Run Resort and Convention Center continues to attract a broad range of trade shows (consumer and business-to-business), conventions, and regional and national corporate gatherings.



Outdoor recreation plays an important part in St. Charles' unique quality of life. Just north of the bustling downtown on the banks of the Fox River is Pottawatomie Park, which dates to the 1870s. This riverside expanse of tall trees and rolling hills is the first public park in the state established under the Illinois Park Act of the early 1900s. The St. Charles Belle and Fox River Queen paddlewheel riverboats ply the Fox. The St. Charles Park District offers 1,400 acres in 62 parks with two swimming pools, Otter Cove Aquatic Park, miniature golf, and other amenities. Golfers can play four 18-hole courses (two private and two public) and one nine-hole public course; there are 15 additional courses within 10 miles of the City.

St. Charles has a large mixture of homes in all price ranges to fit every income level. There are many small homes as well as luxury estate homes. The average price home is approximately \$221,000. This trend continues, rewarding home buyers with increasingly large home valuations. Such appreciation, coupled with an attractive per capita real estate tax, continues to enhance St. Charles' image as a desirable place to live. Not only does the City have one of the lowest tax rates in the Chicagoland area, but the overall tax rate (all governments combined) is extremely competitive.

St. Charles' schools, too, contribute to the community's status as the ideal place to raise a family. Community Unit School District 303 is well known for its excellence in education, and encourages involvement from parents as well as the community at large. St. Charles' quality of life has made the community a natural choice for retirement, with four new facilities for senior living.

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St. Charles Quick-Facts

Total Population	33,153
Square Miles	14.61
Miles from Chicago	35
Median Age	39.4
Total Households	12,537
Average Household Size	2.58
Park Acres	1500+
2017 Population Projection	34,694

Schools-Type	#
Elementary Schools	12
Middle School	3
High Schools	2
Special Education	1
Private Parochial Schools	4

CITY ORGANIZATION

The City of St. Charles adopted the council/city administrator form of government by ordinance in 1997. The Mayor, Treasurer and City Clerk are elected at large and the ten members of the City Council are elected from wards. Day-to-day operations of the City are the administrative responsibility of the City Administrator. Under the direction and guidance of the Mayor and Council, the City Administrator conducts policy analysis, recommends annual budget plans and establishes organization-wide goals and work plans. The Administrator works closely with Department Directors in developing strategies to meet the community's service, program and policy goals. The current City Administrator is Mark Koenen, who has been with the City for more than 30 years. The City's 300+ employees are divided into eight departments including Police, Fire, Community/Economic Development, Finance, Human Resources, Information Systems, Public Works and the Administrator's Office. The City Administrator recommends the appointment of all department directors. The City Administrator and Department Directors work together as a team and value their strong relationships.

The City of St. Charles is a progressive organization that embraces employee and community input into its mission as a provider of quality services. To communicate its commitment and values, the City has adopted the following Mission and Vision Statements:

Mission Statement

Preserving our heritage, fostering opportunity, building community, and enhancing quality of life for all.



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Community Vision

Quality of Relationships – Our City fulfills its commitment to building quality relationships throughout the community.

Sense of Place – Our community generates an appealing sense of place and fosters a welcoming, sustainable environment.

Service Delivery, Resources and Needs – Our City organization maintains an optimal service delivery framework that balances resources with needs.

Economic Vitality – Our community prospers in a diverse, self-renewing climate of business, industry, and housing.

Vibrant Downtown – Captivating downtown St. Charles, rich with social, cultural, and economic vibrancy, is a distinctive element of our community.

Mobility and Connectivity – A quality transportation system assures community access, mobility, and connectivity.

Our City Guiding Principles

Respect – We demonstrate integrity in our relationships and treat all people with dignity.

Engagement – We create a community where all have opportunities to participate and where contributions are honored.

Sense of Community – We ensure a safe and vibrant environment by valuing cultural, economic, and social diversity and providing a sustainable setting for people to live, work, play, visit, shop, and do business.

Accountability – We accept responsibility for enhancing quality of life in the community.

Excellence – We seek to be the best in everything we do.



THE POLICE DEPARTMENT

The St. Charles Police Department has been a CALEA accredited agency since 1989 and will complete its eighth accreditation in April, 2014. It was designated as a CALEA Flagship Agency in 2008 and received the "Accreditation with Excellence" award in 2011. As a reflection of the department's philosophy and practice of community-oriented policing, the department has developed the following mission statement:

**To protect and serve our community
with respect and a commitment
to excellence.**

The Police Department includes 80 full- and part-time employees with 51 sworn officers, 22 civilian employees and 7 part-time personnel. Telecommunications services are provided by a regional dispatching agency known as TriComm. The Chief of Police is appointed by the Mayor and Council upon recommendation by the City Administrator. Four Police Chiefs have served St. Charles since 1982. The most recent Chief has served the City for more than 10 years, leaving after accepting a Police Chief position in a larger community.

The St. Charles Police Department views community-oriented policing as an important service driven/problem solving style of policing that includes efforts that address not only traditional police work, but also the fear of crime, social and physical disorder, and quality of life issues that affect the entire community. The department's officers approach neighborhood problems such as repeat calls for service, domestic violence, traffic problems, nuisances, housing ordinance violations and other issues by establishing service patterns that work toward preventing crime and ensuring a high quality of life for the community. Examples of the department's many programs for the community include Crime Stoppers, Safety Town, Neighborhood Watch, Too Good for Drugs, High School Liaison Program, Elder Watch, and a Citizens Police Academy which is offered at least annually.

In 2012, the department responded to 15,727 calls for service and made a total of 601 arrests for Part I and 2,271 arrests for Part II offenses as well as 313 service arrests. The Investigations Division handled 413 cases in 2012 with 56% cleared. The Department also wrote 3,964 traffic citations, 7,434 warning tickets, and made 135 DUI arrests. Contained within the Patrol Section is a gang/problem-oriented policing assignment. Those assigned consist of one sergeant and four patrol officers. The officers work on assignments on a part-time basis, and are responsible for gang enforcement and apartment complex-specific issues. The Community Restitution Program, now in its ninth year, matches workers with tasks throughout the City. Since its inception in 2004, 1,822 workers have completed 140,253 hours of work for the City. The Department also has additional specialized assignments including a Canine Officer, Investigations Division, assignments to the Kane County multi-jurisdiction SWAT Team, the Illinois Law Enforcement Alarm System Mobile Field Force, Kane County Crash Reconstruction Team and North Central Narcotics Task Force.

The St. Charles Police Department values the importance of training and strives to ensure sworn officers and civilian staff are provided with the knowledge and education needed. In 2012, the St. Charles Police Department personnel received 12,826 hours of job-related training. The Department maintains a training goal of 40 hours of training per year for each full-time sworn officer and 24 hours of training per year for each civilian employee. 100% of sworn officers and 44.4% of civilian personnel met or exceeded that goal. It should be noted that many of the civilian employees are part-time personnel.



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The St. Charles Police Officers have been represented by the Metropolitan Alliance of Police, Chapter 27, since 1990. The St. Charles Police Sergeants have been represented by the Metropolitan Alliance of Police, Chapter 28, since 2009. The union and the City have very positive labor relations. The current collective bargaining agreements expire in 2017.

CURRENT AND FUTURE PERFORMANCE OBJECTIVES AND CHALLENGES

The following objectives and challenges are drawn from the department's current annual "business plan" as well as input from City Officials and Department Staff.

- *Enhance police and community relationships through community-oriented policing activities that address the causes of crime, fear of crime and other community problems.*
- *Enhance the entire department's technology to provide in-car reporting, crime analysis and increase overall efficiency.*
- *Enhance pedestrian and motorist safety through aggressive enforcement at high accident locations, in neighborhoods and the business district.*
- *Increase visibility of patrol officers in assigned beats to prevent crime, alleviate the fear of crime and increase crime prevention capabilities.*
- *Emphasize the use of police officer skills, knowledge and abilities by emphasizing safety, communication and accountability throughout the organization.*
- *Enhance inter- and intra-department communications and participative decision analysis, service initiatives and program alternatives.*
- *Create and maintain a culture of mission-driven service, accountability, citizen service and innovation.*
- *Develop strategies for the most effective and efficient provision of police services and the deployment and organization of the department's human, physical and intellectual assets and capabilities.*
- *Develop a true sense of "teamwork," camaraderie, respect and dedication to the departmental mission and overall community vision by empowering staff members where appropriate while fostering a strong sense of accountability and responsibility to peers, subordinates, superiors and the community.*



CHIEF OF POLICE QUALIFICATION CRITERIA

The City of St. Charles is seeking high-energy, service-oriented candidates with demonstrated experience and commitment to modern management practices to instill and enhance a progressive approach to law enforcement for this quality-oriented community. The following factors of education, experience, command, and management style as well as personal and professional traits have been identified as ideal and necessary for the Chief of Police to succeed in this position. Upon recommendation of the City Administrator, the Chief of Police is appointed by the Mayor with the consent of the City Council. The Chief reports to and is evaluated by the City Administrator. The anticipated hiring salary is +/- \$125,000 per year dependent upon qualifications, experience and record of achievement. Criteria are not listed in order of importance or priority:



Education and Experience

A Bachelor's degree in criminal justice, public administration, public policy, business administration or related field is required; a Master's Degree is required (or the ability to obtain one within three years of appointment).

Possess a minimum of ten years of significant and increasingly responsible law enforcement management experience as a Chief Officer, Deputy Chief Officer or similar command rank in an urban/suburban municipal environment or an equivalent combination of training and management level experience in Police Administration.

Be a graduate of the FBI National Academy, Northwestern University School of Police Staff and Command, or Southern Police Institute.

Have a proven track record for innovation and capable state-of-the-art management techniques in providing comprehensive police and community services.

Have in-depth experience/understanding of modern police operation techniques, methods and practices related to Liquor Commission, Community Policing, Police Patrol, Investigations, Training, Public Education, Crime Prevention, School Liaison Programs, Traffic and Pedestrian Safety Programs, and Administration/Management in a progressive police protection/service organization of comparable size and background to St. Charles.

Have thorough knowledge of the principles of personnel management, including employee/labor relations experience as well as experience with recruiting, training, promoting, disciplining and terminating employees within a civil service environment; have experience in labor relations and involvement in a union environment including negotiations, contract administration and grievance management.

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Have proven experience in developing and maintaining a positive, trusting and cooperative work environment as well as fostering a culture of fairness in dealing with all employees.

Have demonstrated leadership skills that combine employee involvement in departmental policy discussions with effective decision-making.

Experience with an accredited police agency is preferred; support of the goals and objectives of accreditation is essential.

Have experience in the challenges faced by a police department in a diverse community; have proactive sensitivity to the need for fairness and integrity in all aspects of policing.

Have experience in developing positive working relationships with other municipal departments; have ability to discuss and address issues that cross departmental lines.

Have demonstrated ability to work effectively with elected and appointed officials and members of the general public.

Have experience in strategic planning and goal setting processes along with the effective implementation of goals.

Have experience in preparing and controlling budgets and a background in successful cost-effective administration of human and financial resources.

Have proven experience in media relations and the ability to serve as the department's spokesperson; be able to represent the department in a positive light and, if necessary and appropriate, defend the department's position on an issue.

Be computer literate and knowledgeable about technology appropriate to modern police service operations and activities; understand how technology can and will influence the efficiency and effectiveness of police operations in the future.

Have successful experience in interacting positively with the business community, school officials and representatives from other units of local government.

Have experience in addressing police facility issues in a cost-effective manner.

Have experience in addressing liquor and traffic control concerns and nuisance abatement matters.

Have demonstrated successful and effective collaborations with other law enforcement agencies and consortia.



Management Style and Personal Traits

Have a background of complete integrity and honesty, leading and motivating personnel by example.

Possess well-developed leadership skills that demonstrate the ability to make difficult, timely and sometimes unpopular decisions as well as the ability to support and implement subordinate employees' suggestions and ideas when appropriate; be able to perceive those matters that deserve/require the Chief's attention and those that should be handled at other levels of the organization.

Demonstrate a sincere commitment to the community and a desire to be active in community organizations and events. Have a strong commitment to excellent customer service.

Be politically astute but absolutely non-political in actions or behavior.

Be able and willing to work cooperatively with the Board of Fire and Police Commissioners.

Be a trainer/coach with a sound knowledge base who is open to questions by both the staff and those who are less familiar with police policy and operations.

Possess an open and effective management style demonstrated by personally knowing all of the department's employees and having the ability to relate effectively with individuals at all levels of the organization; display a sense of humor and affability when appropriate.

Be personally committed to dealing with all persons in an impartial manner disregarding gender, race, and sexual orientation, ethnic or socioeconomic background.

Have experience in creating and working in a management environment where police services are coordinated and work cooperatively with other municipal services in a team environment, being able to foster that spirit of cooperation and mission throughout the police organization.

Possess extremely well-developed interpersonal communication skills including the ability to listen effectively.

Be willing to consider alternatives, possess a nimble, flexible personality.

Set high standards for performance, customer service, community relations, productivity and initiative by departmental personnel, while retaining accountability for the actions of all police personnel.

Be capable of soliciting employee participation in departmental policy discussions, and developing consensus among diverse opinions, providing prompt and thoughtful feedback.

Foster an environment of open and thorough communication with employees as well as elected and appointed officials.

Be able to gain the credibility and respect of Police Department personnel and others based on professional knowledge, strong interpersonal skills and strong leadership abilities. Be a relationship builder. Have a strong sense of self-awareness.



Have a record of fair and consistent application of departmental rules and regulations to all employees.

Be skilled in evaluating personnel performance and in evaluating the effectiveness of police service activities and ensuring an effective and fair accountability process.

Be capable of identifying and developing supervisory and command talent in others, striving for excellence in the police and public service.

Be able to absorb the emotional strains of the position when matters of uncertainty, community safety or conflict arise.

Have excellent written and verbal communication skills and be capable of making effective public presentations, including extensive personal or written response to public concerns and suggestions.

Be committed to ongoing personal development, learning and current and emerging practices in the law enforcement and management professions.

The Chief of Police must be a visible, involved member of the community and a positive representative of both the St. Charles Police Department and the City of St. Charles.

Law Enforcement Leadership Profile for the Position of Chief of Police

The mission of the City of St. Charles Police Department is to protect life and property and to provide a feeling of safety and security in the community through fair and impartial enforcement of the law, community partnerships, and creative problem solving. The leadership of the Police Department is critical to the success of this mission. Therefore, it is important that the Chief of Police of the City of St. Charles subscribe to or possess the following qualities:

- The Chief must respect the safety and benefits the community seeks from its law enforcement team and guide the department in that direction. The St. Charles Police Department must be ever mindful that it is here to serve the community.
- The Chief must set high standards of professional excellence, moral character and integrity for the department. The continued professional growth of the Department Staff is critical for the ability to prevent, reduce, investigate and solve crimes. The Department must grow in technical competencies and in the skills necessary to interact positively with all segments of the community.
- The Chief must strive to enable officers to make decisions and recommendations consistent with their qualifications and experience and consistent with well understood department values and policies with a commitment that a primary goal of the decisions they make are to enhance the safety and contribute to the overall quality of life of our community.



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- The Chief must be open to community outreach and be able to build community partnerships to effectively reduce and prevent crime. These partnerships should be with neighborhoods, schools, businesses, retailers, hospitality partners, community service organizations, and other agencies.
- The Chief must support a program of community policing whereby the values and participation of the community is held in high regard. The Chief and the officers of the department must be part of the community, the neighborhoods, the schools and the businesses in order to identify community values, problems and needs and to provide proactive, effective responses. The Chief must continuously seek input from the community and not impose “one size fits all” law enforcement solutions on the community.
- The Chief, individually and through subordinate personnel, must enforce the laws fairly and impartially to assure the safety and security of the community.
- The Chief must prepare command staff and line officers to use, with sound judgment, the level of force or intervention necessary to protect the community while assuring, to the maximum level possible, the safety of bystanders, the officers and the rights of the individual. This translates into very conservative use of pursuit, search and seizure, and force. This is not interpreted to mean the Department is “soft on crime,” but the respect and safety of others is valued in the community.
- The Chief must be able to work with local schools in establishing the appropriate relationship for a successful program of juvenile education, prevention and enforcement.
- The Chief must work with other departments of the City in meeting the overall strategic plan of the City of St. Charles and mission of the City, recognizing that a safe and healthy community is the result of the efforts of many.
- The Chief must strive for diversity within the department and foster an atmosphere of respect that recognizes diversity within the community and the diversity of those that visit the community’s homes and businesses.
- The Chief must be open to cooperation with neighboring communities and the county for opportunities for shared or consolidated programs.



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City of St. Charles, IL

Police Department

4/5/2013

Key

---	Elected Officials
—	Department Directors
—	Supervisors
—	Staff

